## **Administrative Services Department**

#### DEPARTMENT PURPOSE

The Town Manager provides overall management, administration, and direction for the Town organization, reporting to the full Town Council. The Administrative Services Department supports the Town Manager in these functions, and is made up of five key programs: Town Manager's Office Administration, Clerk Administration, Finance and Administrative Services, Human Resources, and Management Information Systems (MIS). Below is a summary of the Administrative Services Department's core services and service objectives.

The Administrative Services Department identifies community issues and needs requiring legislative policy decisions and provides alternative solutions; assures that the Council's policies, programs, and services are effectively and efficiently provided; prepares the Town budget with recommendations on the appropriate resources for Council action; provides research and information necessary for responsible decision making; fosters public awareness of municipal programs, services, and goals; responds to resident inquiries by explaining Town services and functions; and investigates problems and provides information and specialized assistance on more complex land use and economic vitality related projects. The department is also directly responsible for human resources, finance, budgeting, purchasing, labor relations, management information systems, economic vitality, equipment replacement, workers' compensation, records management, customer service management, and other administrative support.

#### **BUDGET OVERVIEW**

The FY 2013/14 Administrative Services Department revenue reflects a modest increase in business license revenue as the economy is recovering, as well as a modest increase in interest revenue. The FY 2013/14 Administrative Services Department has undergone several staff reorganizations that have resulted in an ongoing cost savings of over \$100,000. Restructuring has occurred or will occur in the new fiscal year in the Town Managers Office, Finance Department, Clerk Program, and Human Resources Department, as discussed in the following individual sections. The restructuring of the positions has reduced the overall salary and benefit costs for the department while restoring staff capacity to manage and respond to Council and community priorities and concerns.

## **∞** ADMINISTRATIVE SERVICES DEPARTMENT **७**3

#### ADMINISTRATIVE SERVICES DEPARTMENT

### DEPARTMENTAL SUMMARY OF REVENUES AND EXPENDITURES

		2009/10 Actuals		2010/11 Actuals		2011/12 Actuals		2012/13 Adopted		2012/13 Estimated		2013/14 Adopted
REVENUES												
Other Taxes	\$	1,220,802	\$	1,136,511	\$	1,077,620	\$	1,286,510	\$	1,286,510	\$	1,361,510
Intergovernmental Revenues		-		-		17,539		19,653		15,312		-
Service Charges		152		152		31,231		-		100,023		-
Interest Other Revenues		720,512		475,654		260,940 (12,175)		458,566 18,754		421,656 32,028		477,970 21,254
TOTAL REVENUES	<u> </u>	1,941,466	<u> </u>	1,612,317	<u> </u>	1,375,155	<u> </u>	1,783,483	<u> </u>	1,855,529	\$	1,860,734
	Ψ	1,5 11,100	Ψ	1,012,017	Ψ	1,070,100	Ψ	2,700,100	Ψ	1,000,025	Ψ	1,000,701
EXPENDITURES	Φ.	1 020 610	Φ.	1.060.506	•	2 005 220	Φ.	2 220 500	Φ.	2 122 022	Φ.	2 105 502
Salaries and Benefits	\$	1,939,610	\$	1,869,596	\$	2,087,330	\$	2,220,599	\$	2,132,922	\$	2,197,703
Operating Expenditures Grants		232,728		250,240		253,259 107,683		322,850 115,420		295,957 115,420		306,050 109,830
Pass Through Accounts		-		-		231		28,254		13,254		21,254
Fixed Assets		_		_		251		-		-		
Internal Service Charges		184,348		174,818		192,956		187,800		181,070		179,193
TOTAL EXPENDITURES	\$	2,356,686	\$	2,294,654	\$	2,641,459	\$	2,874,923	\$	2,738,623	\$	2,814,030
		2009/10 Actuals		2010/11 Actuals	2011/12		2012/13		2012/13 Estimated		2013/14	
		Actuals		Actuals		Actuals		Adopted		rsumated		Adopted
PROGRAM												
Town Manager's Office	\$	673,498	\$	640,189	\$	986,319	\$	1,085,918	\$	1,097,666	\$	1,026,098
Community Grants		-		-		95,253		116,520		115,420		109,830
Human Resources		390,688		384,982		402,341		396,067		375,445		419,772
Finance & Admin Services		1,062,106		1,044,287		994,896		1,083,903		992,546		1,068,347
Clerk Administration		230,394		225,196		143,443		159,608		139,912		168,729
Clerk Services		-		-		-		-		-		-
Tobacco Prevention Initiatives		-		-		18,808		-		-		-
Obesity Grant		-		-		399		19,653		4,380		-
Pass Through								13,254		13,254		21,254
TOTAL EXPENDITURES	\$	2,356,686	\$	2,294,654	\$	2,641,459	\$	2,874,923	\$	2,738,623	\$	2,814,030

### **∞** ADMINISTRATIVE SERVICES DEPARTMENT **७**

#### DEPARTMENT STAFFING

Full Time Equivalents (FTE)						
	Authorized	2009/10	2010/11	2011/12	2012/13	2013/14
General Fund	Positions	Funded	Funded	Funded	Funded	Funded
Town Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	-	-	-	1.00	1.00	-
Assistant to Town Manager	1.00	-	-	-	-	1.00
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50	0.50
Economic Vitality Manager	-	-	-	-	0.80	-
Economic Vitality Coordinator	0.25	-	-	-	-	0.25
Office Assistant	1.28	-	-	-	1.30	1.28
Office Clerk	-	0.55	0.55	1.30	-	-
Staff Technician	-	-	-	0.70	-	-
Community Outreach Coordinator	1.00	-	-	1.00	1.00	1.00
Human Resources Director	0.75	0.75	0.75	0.75	0.75	0.75
Administrative Analyst	0.80	0.80	0.80	0.80	0.80	0.80
Human Resources Specialist	0.50	0.25	-	-	-	0.50
Finance & Admin. Director	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Budget/Finance Director	-	-	-	0.80	0.80	-
Finance Manager	0.80	0.80	0.80	-	-	0.80
Accountant/Finance Analyst	1.00	1.40	1.40	1.00	1.00	1.00
Payroll Specialist	0.95	0.95	0.95	0.95	0.95	0.95
Budget Analyst	-	-	-	0.50	0.50	-
Administrative Technician	1.90	-	-	-	-	1.90
Account Technician	1.25	1.80	1.80	1.80	1.80	1.25
Clerk Administrator	0.50	1.00	1.00	0.50	0.50	0.50
Deputy Clerk	-	0.70	0.70	0.50	0.50	-
Total General Fund FTEs	15.48	12.50	12.25	15.10	15.20	15.48

NON-General Fund FTEs (located in Administrative Services Department programs unless otherwise noted)									
Equipment Replacement									
Account Technician	0.10	0.10	0.10	0.10	0.10	0.10			
Total Equip Replace FTE's	0.10	0.10	0.10	0.10	0.10	0.10			
Liability Self-Insurance									
Account Technician	-	0.10	0.10	0.10	0.10	-			
Administrative Technician	0.10	-	-	-	-	0.10			
Total Liability Self-Insurance	0.10	0.10	0.10	0.10	0.10	0.10			

#### DEPARTMENT STAFFING

E-11 Time Ei14- (ETE)	DL	AKIMIZITS				
Full Time Equivalents (FTE)			*******			
	Authorized Positions	2009/10 Funded	2010/11 Funded	2011/12 Funded	2012/13 Funded	2013/14 Funded
Workers Compensation	rostuons	runded	runded	runded	runded	runded
-	0.25	0.25	0.25	0.25	0.25	0.25
Human Resources Director	0.25	0.25	0.25	0.25	0.25	0.25
Payroll Specialist	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Analyst	0.20	0.20	0.20	0.20	0.20	0.20
Total Workers Comp FTEs	0.50	0.50	0.50	0.50	0.50	0.50
Management Information Service	ees					
MIS Manager	1.00	1.00	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00
IT Technician	0.75	0.75	0.75	0.75	0.75	0.75
Assistant Budget/Finance Director	-	-	-	0.20	0.20	-
Finance Manager	0.20	0.20	0.20	-	_	0.20
Total MIS FTEs	2.95	2.95	2.95	2.95	2.95	2.95
CDBG Program						
Staff Technician	-	-	-	0.05	-	-
Total CDBG FTEs	-	-	-	0.05	-	-
Successor Agency to the Los Gat	os RDA					
Economic Vitality Manager	-	0.80	0.80	0.80	_	-
Total SA FTEs	-	0.80	0.80	0.80	-	
Total Admin Services FTEs	19.13	16.95	16.70	19.60	18.85	19.13
	17,120	1000	100.0	19100	10.00	25120
Temporary Staff						
Project Manager		256	256	178	178	-
Intern		75	75	75	113	450
Facility Attendant		-	-	100	50	50
Administrative Analyst		1,040	1,040	520	520	620
HR Specialist		-	725	725	725	-
Mail Room Clerk (Library Dept tem	aps)	250	250	250	250	250
<b>Total Annual Hours</b>		1,621	2,346	1,848	1,836	1,370

## **Administrative Services Department**

# TOWN MANAGER'S OFFICE ADMINISTRATION PROGRAM 2101

#### PROGRAM PURPOSE

The Town Manager's Office ensures that all Town programs and services are provided effectively and efficiently. The core services of the Town Manager's Office are to: provide administrative direction and leadership for Town departments, programs, and services to ensure the community receives a high level of service; oversee the Town Council agenda process to provide comprehensive information and analysis to the Town Council in a timely manner; support business attraction, retention, and marketing through economic vitality efforts; provide staff support to the Arts and Culture Commission and the Community and Senior Services Commission, and facilitate associated projects and services; manage sustainability programs in partnership with other departments; foster public awareness of municipal programs, services, and goals; and provide a satisfactory level of response to resident inquiries, complaints, and requests.

Other key duties include initiating new or special projects that enhance the Town government and community and providing direct staff assistance to the Mayor and Town Council on special projects and day-to-day activities.

#### **BUDGET OVERVIEW**

The FY 2013/14 Town Manager's Office budget reflects a significant decrease in salaries and benefits, and expenditures due to staff restructuring and reassignment. The Deputy Town Manager position has been eliminated and redeployed to establish an Assistant to the Town Manager (AtTM) position. The new AtTM position is the liaison to two commissions, manages associated projects and services, serves as the Town's webmaster, manages sustainability programs and undertakes special projects. The full-time Economic Vitality Manager has been reclassified to a .50 FTE Economic Vitality Coordinator position (with half of the position funded in the TMO and half in CDD). Due to the reduction in staffing, the economic vitality program will focus on the priority responsibility of business assistance and will leverage partnerships with the Chamber of Commerce and Silicon Valley Economic Development Association to enhance resources available to support the Town's economic vitality.

Restructuring of the administrative staff in conjunction with the Clerk program has resulted in the addition of an Administrative Technician (funded half in TMO and half in Clerk) and 1.63 FTE Office Assistant (funded in TMO and Town Council). These positions provide front counter and phone customer service, agenda coordination, a wide variety of office support, and direct support for Commissions, art projects, grant programs, economic vitality activities, sustainability efforts and special projects. The restructuring of positions has resulted in cost savings for the Town, as well as improved efficiencies.

# **SOADMINISTRATIVE SERVICES DEPARTMENT C3**Town Manager's Office

As in prior years, the Town Manager's Office will continue to direct its attention in managing key priorities as reflected in the 2013-2015 Town Council Strategic Goals.

### **ACCOMPLISHMENTS**

Core Values	Accomplishments
Community Character Preserve and enhance the appearance, character, and environmental quality of the community	<ul> <li>Provided oversight for the development of the Specific Plan for the North 40 to ensure the ultimate development is consistent with the community's values and needs.</li> <li>In partnership with the Town Attorney, provided oversight and direction for the development of proposed regulations regarding the sale of firearms in Los Gatos.</li> <li>Presented the framework to the Council for the development of an ordinance regulating single-use bags in the Town.</li> <li>Managed the Town's participation in a public-private partnership to lease five electric vehicles at a significantly reduced cost.</li> <li>Provided oversight for the development of actions to enhance the Town's code enforcement to address safety, health, aesthetic and use permit issues.</li> </ul>
Good Governance Ensure responsive, accountable, and collaborative government	<ul> <li>In collaboration with adjacent property owners, the Town Manager's Office developed a plan for appropriate land use ownership and utilization of Town-owned parcels behind Los Gatos High School.</li> <li>The Town Manager's Office provided strategic direction to work collaboratively with the Oversight Board to the Successor Agency of the Los Gatos Redevelopment Agency, other cities in the County, Santa Clara County, and State offices to meet state-mandated requirements related to the dissolution of redevelopment agencies, while protecting Los Gatos' enforceable obligations.</li> <li>The Town Manager's Office developed a Social Media Policy to guide the organization's use of social media as a communication tool for the public.</li> </ul>
Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community	<ul> <li>Led a comprehensive budget development strategy, achieving reductions to balance the budget.</li> <li>Partnered with the Los Gatos Chamber of Commerce to promote activities to bring visitors to Downtown Los Gatos to shop and dine.</li> <li>Expanded access to alternative marketing venues at the San Jose Airport and Cinemedia theaters at no cost to the business community.</li> <li>Coordinated monthly Mayoral Outreach meetings with the Town's business community.</li> <li>Assisted businesses to locate, expand, or stay in Los Gatos.</li> </ul>

# **№ ADMINISTRATIVE SERVICES DEPARTMENT ©**Town Manager's Office

## ACCOMPLISHMENTS

Core Values	Accomplishments
Quality Public Infrastructure Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure	Provided strategic direction for a discussion with the Town Council to prioritize capital improvement priorities.
Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment	<ul> <li>Led negotiations with the Friends of the Los Gatos Library and the Museums of Los Gatos for use of the former Library space as a retail used book store and an arts and culture center.</li> <li>Provided strategic direction for staff facilitating an effort to establish a Veterans Memorial at the Civic Center.</li> <li>Managed the celebration of the Town's 125<sup>th</sup> anniversary, the Jubilee Year.</li> <li>Supported the Arts and Culture Commission in the implementation of the first phase of the Footbridge Restoration project.</li> <li>Managed the planning and implementation of the festivities celebrating the dedication of the newly-renovated Pageant Grounds.</li> <li>Provided oversight for the opening of the Creekside Sports Park, Screen on the Green, July 4<sup>th</sup>, and Leadership Los Gatos, activities that promote community enrichment and involvement.</li> </ul>
Public Safety Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness	Coordinated the development of the Emergency Public Information Officer (EPIO) team and associated training to ensure effective media and community communication in the event of a disaster.

## **\*\* ADMINISTRATIVE SERVICES DEPARTMENT ©3**Town Manager's Office

#### SUMMARY OF REVENUES AND EXPENDITURES

	2009/10 Actuals	2010/11 Actuals	2011/12 Actuals		2012/13 Adopted	2012/13 Stimated		2013/14 Adopted
REVENUES								
Other Taxes	\$ -	\$ -	\$ -	\$	-	\$ -	\$	-
Intergovernmental Revenues	-	-	-		-	-		-
Service Charges	-	-	31,187		-	100,000		-
Interest	-	-	-		-	-		-
Other Revenues	 		(18,810)		5,500	18,774		-
TOTAL REVENUES	\$ -	\$ -	\$ 12,377	\$	5,500	\$ 118,774	\$	-
EXPENDITURES								
Salaries and Benefits	\$ 603,294	\$ 578,033	\$ 876,297	\$	984,350	\$ 996,537	\$	933,828
Operating Expenditures	16,696	12,746	30,755		33,750	34,658		28,050
Grants	-	-	12,430		-	-		-
Pass Through Accounts	-	-	231		-	-		-
Fixed Assets	-	-	-		-	-		-
Internal Service Charges	 53,508	 49,410	 66,606		67,818	 66,471		64,220
TOTAL EXPENDITURES	\$ 673,498	\$ 640,189	\$ 986,319	<b>\$</b> 1	1,085,918	\$ 1,097,666	\$ 1	1,026,098

# **\*\* ADMINISTRATIVE SERVICES DEPARTMENT C3 Town Manager's Office**

Core Values	KEY PROJECTS								
Community Character	Land Use and Development Opportunities  The Town Manager's Office will continue to provide oversight for the development of the Specific Plan for the North 40 to ensure the ultimate development is consistent with the community's values and meets the community's needs.								
Preserve and enhance the appearance, character, and environmental	Sustainability  The Town Manager's Office will develop ordinances regulating single-use bags and, subsequently, polystyrene containers, and implement a public outreach program to inform and receive feedback from businesses and residents.								
quality of the	CUP Monitoring and Enforcement								
community	In partnership with the Community Development Department, the Town Manager's Office will provide oversight for the implementation of actions to enhance the Town's code enforcement of conditional use permit issues.								
	Communication with the Public								
	The Town Manager's Office will manage the redesign of the Town's website to enhance usability and functionality for the public.								
Good Governance	Community Feedback								
Ensure responsive, accountable, and collaborative government	The Town Manager's Office will implement a resident satisfaction survey and Town-wide point of service surveys via the Town Performance Measure Program.								
	Land Ownership and Utilization								
	In collaboration with adjacent property owners, the Town Manager's Office will implement a plan for appropriate land use ownership and utilization of Townowned parcels behind Los Gatos High School.								

Core Values	KEY PROJECTS						
Fiscal Stability Maintain ongoing	Fiscal Planning  The Town Manager's Office will identify structural changes to address projected shortfalls in the next year of the 5-year forecast, while minimizing impacts of municipal services.						
fiscal stability to	Downtown Beautification						
provide cost effective core services that meet the needs of the community	Economic Vitality staff will work with the downtown business community and implement alternative tools for downtown maintenance are eautification, given the sunsetting of the Parking Assessment District and the dissolution of the redevelopment agency.						
	Property Sales						
	The Town Manager's Office will continue to explore one-time funding sources via the potential sale of Town-owned properties.						
Quality Public							
Infrastructure	Civic Center Facilities						
Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure	In collaboration with stakeholders, the Town Manager's Office will coordinate the development of a plan for use of Civic Center facilities, including the deck, the stage and outside areas.						

Core Values	KEY PROJECTS
Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment	Senior Services  The Town Manager's Office will support the Community and Senior Services Commission's effort to identify gaps in services for seniors and youth.  Arts and Culture  The Town Manager's Office will support the Arts and Culture Commission in the second phase of the Footbridge Mural project and in the "Cat Walk" project.  The Town Manager's Office will oversee the capital improvements for the former library and the ongoing partnerships with the Museums of Los Gatos and the Friends of the Los Gatos Library in the development of an arts and culture center in the former library space.  Veterans Memorial  The Town Manager's Office will provide oversight to staff working with the Veterans group to establish a Veterans memorial at the Civic Center.
Public Safety Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness	Silicon Valley Regional Interoperability In collaboration with the Santa Clara County City Managers Association, the Town Manager's Office will provide recommendations to the Council regarding actions to replace the Town's equipment to achieve interoperability with other public safety agencies throughout the region.

## **\*\* ADMINISTRATIVE SERVICES DEPARTMENT ©3**Town Manager's Office

#### **KEY PROGRAM SERVICES**

- Provides staff support to the Mayor and Town Council
- Provides administrative direction and leadership over Town departments, programs, and services
- Oversees the Town's organizational and fiscal management efforts and program development and evaluation processes
- Coordinates the preparation of the annual Operating and Capital Budgets
- Oversees and administers the Economic Vitality program
- Oversees the Town Council agenda process
- Provides centralized customer service through telephone and counter assistance
- Provides staff support to the Community and Senior Services Commission and the Arts and Culture Commission
- Manages the provision of senior services through an agreement with LGS Recreation; manages the long-term lease of the Los Gatos Adult Recreation Center
- Manages the contract with Los Gatos Music & Arts for Music in the Park
- Manages the bi-annual Community Grant process
- Addresses resident complaints, inquiries, and requests
- Provides public information and web management, including preparation of the Annual Report distributed to all Los Gatos addresses
- Monitors proposed state and federal legislation and coordinates response plans with key legislative organizations
- Oversees special projects and new initiatives, particularly during policy development stages
- Monitors Town interests in regional issues

## **№ ADMINISTRATIVE SERVICES DEPARTMENT © Town Manager's Office**

### TOWN MANAGER'S OFFICE STAFFING

	Authorized	2009/10	2010/11	2011/12	2012/13	2013/14
Town Staff	Positions	Funded	Funded	Funded	Funded	Funded
Town Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	-	-	-	1.00	1.00	-
Assistant to Town Manager	1.00	-	-	-	-	1.00
Executive Asst. to Town Mgr.	0.50	0.50	0.50	0.50	0.50	0.50
Office Assistant	1.28				1.30	1.28
Office Clerk	-	0.55	0.55	1.30	-	-
Staff Technician	-	-	-	0.70	-	-
Administrative Technician	0.50	-	-	-	-	0.50
Economic Vitality Manager	-	-	-	-	0.80	
Economic Vitality Coordinator	0.25					0.25
Total Manager's Program FTEs	5.53	3.05	3.05	5.50	5.60	5.53

Temporary Staff Hours	2009/10 Funded	2010/11 Funded	2011/12 Funded	2012/13 Funded	2013/14 Funded
Facility Attendant	-	-	100	50	50
Administrative Analyst	-	-	-	-	100
Intern I	75	75	75	113	450
Total Annual Hours	75	75	175	163	600

# **\*\* ADMINISTRATIVE SERVICES DEPARTMENT C3 Town Manager's Office**

### GRANTS SUMMARY

	Source	2009/10 Actuals	2010/11 Actuals	2011/12 Actuals	2012/13 Estimated	2013/14 Budgeted
Human Services	504100					2 aug et eu
Catholic Charities/LTC Ombuds man	CDBG	7,370	7,370	7,370	7,370	_
Emergency Housing Consortium	Town	-	_	_	-	_
Second Harvest Food Bank	CDBG	4,800	4,800	_	-	_
Live Oak Adult Day Services	CDBG	12,470	12,470	13,094	12,988	_
Live Oak Adult Day Services	Town	•	ŕ	ŕ	,	13,094
Live Oak Sr. Nutrition and Service	Town	26,360	26,360	26,360	26,360	26,360
Next Door Solutions Dom. Violence	Town	11,520	11,520	11,520	11,520	15,000
LGS Recreation Department Case Management	Town	,-	,-	,-	7,000	7,000
Parents Helping Parents	Town	1,840	1,840	1,840	1,840	2,000
A Place for Teens	Town	10,950	10,950	8,213	-	_
Support Network	Town	4,600	4,600	4,600	4,600	6,000
SJSU Foundation/The Health Place	CDBG	2,410	-	-	-	_
SJSU Foundation/The Health Place	Town	13,810	16,220	16,220	16,220	_
Teen and Family Counseling Center	Town	9,975	1,890	· -	, -	_
United Way - 211 Funding	Town	2,400	2,400	2,400	2,400	2,400
Teen Force	Town	_	-	5,000	5,000	_
Santa Clara Family Health Foundation	Town	_	_	1,100	1,100	_
Counseling and Support Services for Youth	Town	_	_	10,000	10,000	15,000
West Valey Community Services	Town	_	_	-	-	3,146
<b>Total Human Services Grants</b>		108,505	100,420	97,717	106,398	90,000
Art / Education						
Art Docents of Los Gatos	Town	4,260	4,260	4,000	2,000	1,400
Festival Theatre Ensemble	Town	900	900	1,000	1,000	4,000
Los Gatos Community Concert	Town	1,000	1,000	1,000	1,000	1,000
Photographic Guild of Los Gatos	Town	1,000	1,000	1,000	1,000	1,000
St. Luke's/Sunset Concert Series	Town	1,000	1,000	1,000	1,000	1,000
Forbes Mill	Town	1,000	1,000	1,000	1,000	1,500
Cat Walk	Town	-	-	-	-	5,000
Banner Program	Town	-	-	-	-	1,500
Arts Comission	Town	-	-	-	-	4,430
Total Art / Education Grants	TOWII	8,160	8,160	8,000	6,000	19,830
Total filt / Lancation Grants		0,100	0,100	0,000	0,000	17,050
Community Contributions						
Los Gatos Museum Association	Town	12,430	12,430	12,430	12,430	-
<b>Total Community Contributions</b>		12,430	12,430	12,430	12,430	-
CDBG Total	CDBG	27,050	24,640	20,464	20,358	-
Town's General Fund Total	Town	102,045	96,370	97,683	104,470	109,830
Grand Total	ALL	\$ 129,095	\$ 121,010	\$ 118,147	\$ 124,828	\$ 109,830

## **\*\* ADMINISTRATIVE SERVICES DEPARTMENT C**Town Manager's Office

2009/10 2010/11 2011/12 2012/13 2013/14 Performance Objectives and Measures Actual Actual Actual Estimated **Budget** 1. Provide direction and leadership over Town departments, programs, and services to ensure the community receives a high level of service. a. Percentage of residents satisfied or very 93% 93% 93% 93% 93% satisfied with quality of Town services\*: b. Percentage of residents rating quality of life 97% 97% 97% 97% 97% as good or excellent\*: 2. Oversee the Town Council Agenda process to ensure comprehensive information and analysis is provided to the Town Council in a timely a. Percentage of Town Council reports available 99% 96% 98% 99% 99% 96 hours prior to Town Council meetings: 3. Foster public awareness of municipal programs, services, and goals. a. Percentage of residents satisfied with the 85% 85% 85% 85% 85% Town's efforts to inform the community about services and events\*: 4. Provide a satisfactory level of response to citizen inquiries, complaints, and requests. a. Percentage of residents having contact with a Town employee satisfied with timeliness of 85% 85% 85% 85% 85% response\*: b. Percentage of residents having contact with a 90% 90% 90% 90% 90% Town employee satisfied with courtesy\*: c. Percentage of residents having contact with a 87% Town employee satisfied with competency in 87% 87% handling the issue\*: 5. Percentage of customers satisfied or very Data Not Data Not Data Not satisfied with assistance received from the Town n/a n/a Available Available Available Manager's Office\*\*. 6. Supplement resources for nonprofit agencies providing human services and art, cultural, and educational programming so that residents may maintain or improve their quality of life. a. The average percentage of a grantee's budget 3.0% 3.0% 3.0% 3.0% 3.0% that comes from the Town's grant contributions: 7. Foster a comprehensive arts environment in Los Gatos through the support, development, and appreciation of the arts. a. Percentage of public art pieces in good to 86% 86% 86% 86% 86% excellent condition: b. Resident satisfaction with Arts and Cultural 99% 99% 99% 99% 99% opportunities in Los Gatos\*: 8. Foster business growth and success to provide jobs and enhance economic vitality. Ensure efforts are being made for business attraction, retention, and promotion. a. Percentage of businesses satisfied or very 98% 95% 98% 98% 98% satisfied with business assistance received: b. Percentage of participants in Town sponsored Data Not Data Not Data Not events who gained knowledge\*\*: Available Available Available

<sup>\*</sup> Customer satisfaction Performance Measures are based on the Town's 2003 survey results.

<sup>\*\*</sup> Results pending on customer satisfaction survey to be conducted in 2012.

## **\*\* ADMINISTRATIVE SERVICES DEPARTMENT ©3**Town Manager's Office

Activity and Workload Highlights	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Estimated	2013/14 Budget
Number of Town Council agenda reports approved:	227	250	184	180	180
2. Number of community/customer referrals:	249	250	110	150	150
3. Grant agreements administered:					
a. Number of Human Service grants:	8	8	8	8	8
b. Number of Arts/Cultural/Educational grants:	5	5	5	5	4
c. Number of Community Contribution grants:	1	1	1	1	0
4. Total dollar amount of General Fund grant agreements administered:	\$ 102,045	\$ 96,370	\$ 100,420	\$ 110,420	\$97,394
5. Number of Los Gatos residents directly served by Town grant-funded organizations:	5,087	5,087	4,500	4,500	4,500
6. Number of Art in the Council Chambers exhibitions installed and curated:	6	6	5	4	4
7. Number of attendees at Mayoral Outreach meetings, and businesses attending workshops and seminars sponsored by the Town:	160	160 100***		100***	12****
8. Number of businesses receiving general business liaison assistance:	160	200	250	300	75****
9. Number of businesses receiving direct business liaison attraction and retention support:	240	50***	55***	50***	12****
10. Commercial Brokers/Property Owner Outreach Communications:	185	200	300	300	75****

 $<sup>* \</sup>textit{Customer satisfaction Performance Measures are based on the Town's 2003 \textit{ survey results}.}$ 

<sup>\*\*</sup> Results pending on customer satisfaction survey to be conducted in 2012.

<sup>\*\*\*</sup> Results based on an actual number of attendees for Mayoral Outreach meeting, scheduled workshops and seminars, and number of businesses receiving direct business liaison support.

<sup>\*\*\*\*</sup>Results reflect a vacancy in Economic Vitality for 6 months of the FY. Results based on last 4 months of the FY.

## **Administrative Services Department**

## HUMAN RESOURCES PROGRAM 2201

#### PROGRAM PURPOSE

The purpose of the Human Resources Program is to attract, develop, and retain a quality workforce. It accomplishes this by providing effective and efficient employee recruitment and retention, professional development, training, organizational development, compensation and classification administration, employee relations support, safety and workers' compensation administration, benefit administration, and policy and procedure development and administration. Employee relations activities emphasize proactive and preventive informal resolution of employee and management concerns. Program staff is responsible for the development of Memorandums of Understanding (MOUs) with the Town's three bargaining units and informal discussions with the Town's management and confidential employees, all subject to Council direction and approval.

#### BUDGET OVERVIEW

The Human Resources Program Department budget reflects a minor increase to the budget for FY 2013/14 as compared to last year. There are several key Federal and State changes that include the Affordable Care Act (ACA), the Public Employee Pension Reform Act (PEPRA) and CalPERS-related projects that require considerable research, coordination and oversight by Human Resources. As a result of staffing changes in the Finance Department, .25 FTE hours were transferred from Finance to Human Resources to provide more timely Human Resources support in benefits and recruitments. As a result of this funding transfer an existing .25 Human Resources Specialist position is being increased to a .5 FTE in the FY 2013/14 budget. The .25 FTE position has been vacant for one year and has instead been filled with temporary hours; however, the increase to .50 FTE will allow the half-time position to be filled on a regular, year-round basis.

In regard to contributions by Human Resources, HR staff will continue to assist the organization with succession planning to accelerate learning and growth opportunities at all levels. Human Resources will also continue to provide technical and practical advice for restructuring and redesigning jobs for efficiencies when retirements or separations occur in all departments throughout the Town. The Human Resources Department also intends to begin engaging the bargaining units to collaborate on cost-containment strategies related to benefit and pension costs.

## ACCOMPLISHMENTS

Core Values	Accomplishments
Good Governance Ensure responsive, accountable, and collaborative government	<ul> <li>Successfully completed an extensive promotional recruitment process to fill vacancies for Police Captain, Sergeant and Corporal.</li> <li>Mandated sexual harassment and workplace violence training was offered to all employees and supervisors to recognize and identify ways to respond to violent or potentially violent encounters in the office and field environment.</li> <li>Expanded public information on the Town website by posting a resource center for employees to access payroll and HR related documents/forms, policies and safety &amp; worker's compensation information.</li> </ul>
Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community	<ul> <li>Negotiated a 0% increase with our dental and vision vendors as a cost containment strategy.</li> <li>Successfully implemented the two tier retirement plan for new hires after September 15, 2012 and third tier effective January 1, 2013 for new members under PEPRA.</li> </ul>

## **№ ADMINISTRATIVE SERVICES DEPARTMENT € Human Resources**

#### SUMMARY OF REVENUES AND EXPENDITURES

	2009/10 Actuals	2010/11 Actuals	2011/12 Actuals	2012/13 Adopted	2012/13 Stimated	2013/14 Adopted
REVENUES						
Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Other Revenues	 -	 	 6,635	 	 	-
TOTAL REVENUES	\$ -	\$ -	\$ 6,635	\$ -	\$ -	\$ -
EXPENDITURES						
Salaries and Benefits	\$ 302,458	\$ 279,762	\$ 296,258	\$ 261,605	\$ 245,378	\$ 295,220
Operating Expenditures	60,505	76,409	76,648	108,100	104,975	98,100
Grants	-	-	-	-	-	-
Pass Through Accounts	-	-	-	-	-	-
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	 27,725	 28,811	 29,435	 26,362	 25,092	26,452
TOTAL EXPENDITURES	\$ 390,688	\$ 384,982	\$ 402,341	\$ 396,067	\$ 375,445	\$ 419,772

#### FY 2013/14 KEY PROJECTS

Human Resources will continue to provide basic personnel services; however, significant emphasis will be placed on training, evaluation of employee benefit options, and internal process improvements. Key projects that were initiated in prior fiscal years and will continue in FY 2013/14 include the following:

Core Values	KEY PROJECTS
Good Governance Ensure responsive, accountable, and collaborative government	Indicators reflect potential labor and skill shortages in coming years as experienced employees choose to retire or separate as hiring continues to increase in surrounding Bay Area cities. HR will continue to sustain current staffing by up-skilling current employees to manage a high-performance organization and continue to acquire key talent from today's highly competitive labor pool.  **Administration**  Federal healthcare reform will dramatically change the medical programs by increasing those eligible for coverage, mandating new design elements, and increasing the scope of reporting and administrative requirements. HR will continue to monitor and build on these quality assurance and compliance efforts.  **Process Improvement**  Staff will continue to assess and make recommendations to streamline plan administration, improve employee communication and education efforts, enhancing tools, and employing legal and regulatory compliance and implementation of ACA and PEPRA.

## **№ ADMINISTRATIVE SERVICES DEPARTMENT CS Human Resources**

#### KEY PROGRAM SERVICES

- Provides effective administration of employee relations program
- Conducts employee training and organizational development assessments
- Administers employee benefits
- Administers recruitment and selection program
- Administers classification and compensation plans
- Provides information and interpretation regarding Town Personnel Rules, regulations and procedures, MOUs, and ordinances
- Effectively resolves personnel issues
- Maintains employee personnel files, records, and documentation
- Administers the workers' compensation and safety programs
- Develops, implements, and maintains administrative policies and procedures
- Serves as advisor to employee recognition program
- Provides support for Personnel Board activities

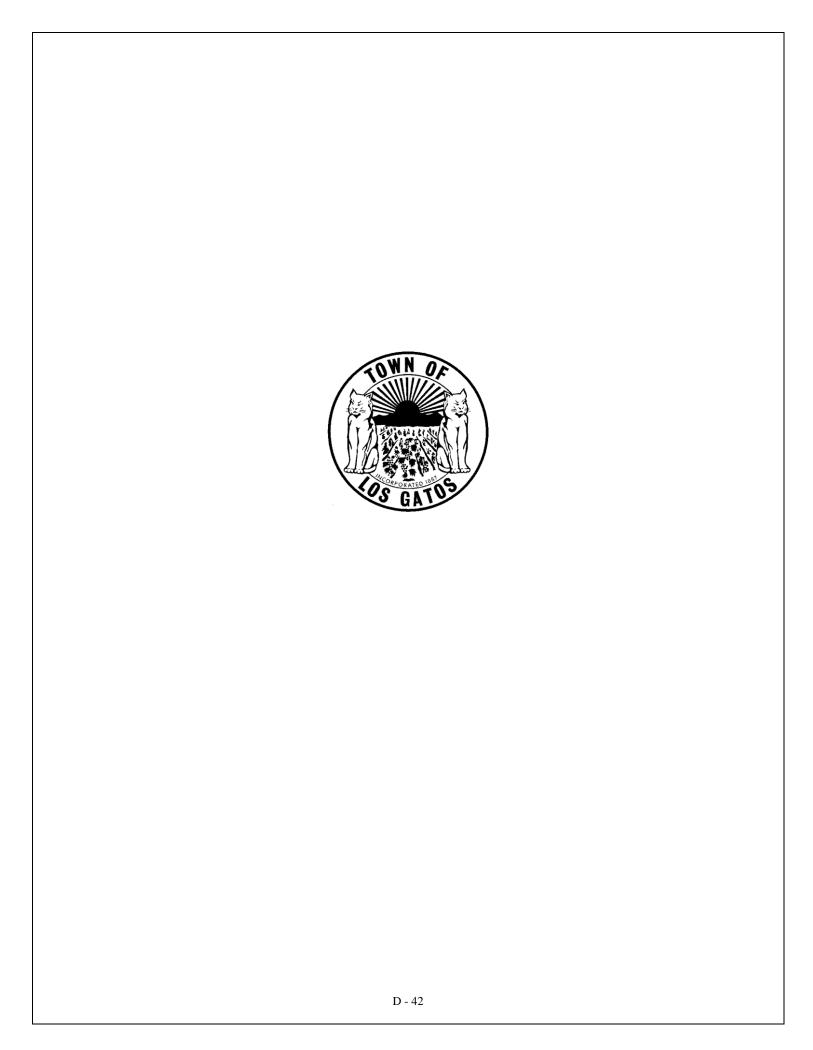
#### HUMAN RESOURCES PROGRAM STAFFING

Full Time Equivalents (FTE)						
	Authorized	2009/10	2010/11	2011/12	2012/13	2013/14
Town Staff	Positions	Funded	Funded	Funded	Funded	Funded
Human Resources Director	0.75	0.75	0.75	0.75	0.75	0.75
Administrative Analyst	0.80	0.80	0.80	0.80	0.80	0.80
Human Resources Specialist	0.25	0.25	-	-	-	0.25
Total Human Resources FTEs	1.80	1.80	1.55	1.55	1.55	1.80
		2009/10	2010/11	2011/12	2012/13	2013/14
Temporary Staff Hours		Funded	Funded	Funded	Funded	Funded
Project Manager		100	100	100	100	-
HR Specialist			725	725	725	-
Total Annual Hours		100	825	825	825	-

Pe	rformance Objectives and Measures	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Estimated	2013/14 Budget
1.	To provide effective and efficient employee recruitment and retention.					
	<ul> <li>a. Percentage of managers rating Human</li> <li>Resources as good or excellent based on quality of service*:</li> </ul>	Data Not Available				
	b. Percentage of job seekers satisfied with the quality of information contained in the Town's job postings.*	Data Not Available	Data Not Available	Data Not Available	Data Not Available	75%
	c. Percentage of applicants satisfied with the communication regarding the status of their application.*	Data Not Available	Data Not Available	Data Not Available	Data Not Available	75%
	<ul> <li>a. Percentage of employees rating benefit program material, products, and services as good to excellent:</li> </ul>	75%	85%	85%	87%	85%
3.	To provide effective and efficient professional development, training, and organizational development.					
	a. Percentage of employees rating the effectiveness of training classes as good to excellent:	90%	89%	90%	91%	95%
	b. Percentage of employee evaluations completed by due date:	90%	86%	85%	90%	95%
4.	To provide effective and efficient safety programs.					
	a. Percentage of employees rating safety programs as good or excellent based on quality, content, and response:	80%	89%	90%	91%	95%
5.	To provide effective and efficient employee					
	relations support.					
	a. Percentage of labor agreements ratified prior to expiration of existing contracts:	100%	0%	50%	50%	100%

A	ctivity and Workload Highlights	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Estimated	2013/14 Budget
1.	Number of (full-time, part-time, and temporary) employees:	170	186	215	205	225
2.	Number of recruitments conducted:	6	11	18	10	8
3.	Number of employment applications processed:	900	746	1165	1250	1100
4.	Number of Workers' Compensation claims filed:	12	20	20	15	12
5.	Percentage of eligible employees participating in deferred compensation:	50%	50%	47%	46%	55%
6.	Number of sick leave hours used per benefitted employee:	30	20	50	42	40

<sup>\*</sup> Results pending on customer satisfaction survey to be conducted in 2013.



## **Administrative Services Department**

# FINANCE & ADMINISTRATIVE SERVICES PROGRAM 2301

#### PROGRAM PURPOSE

The Finance and Administrative Services Program provides staff support to assure fiscal accountability to the public. The Finance Program's core services are to: provide financial oversight and administer accounting functions for all of the Town's funds and accounts; prepare the Town's Annual Operating and Capital Budgets for fiscal and service accountability; coordinate the annual financial audit and preparation of the Comprehensive Annual Financial Report (CAFR) to verify proper fiscal practices are maintained; administer the Town's Business License, Accounts Payable, Accounts Receivable, and Payroll functions; and oversee the Town's Purchasing and Claims Administrations functions, ensuring proper practices are in place, and that fiscal and operational responsibility is upheld.

#### **BUDGET OVERVIEW**

The Finance Department's FY 2013/14 budget reflects an adjustment in business license tax revenue due to increased business activity, improved collections, and the reclassification of business categories. Business License revenue is based on the anticipated number of licensed businesses and gross receipts activity. The Finance department decreased FTE's by .15 FTE positions. This reduction in FTE's is the result of staffing reclassifications and allocations. The Finance Department eliminated the .50 FTE budget Analyst position, under filled the Assistant Budget/Finance Director position to a Finance Manager level, and reclassified an Account technician position to an Administrative Technician. This change in title is accompanied by a change in duties to include additional support for budget, labor negotiations, and daily departmental duties. In addition and as a result of these staffing changes, the Finance Department transferred .25 FTE hours and budget to the Human Resource Department to provide Human Resources with additional staffing and resources. Finally, the Finance Department also reduced temporary staff hours by 78 hours as the Department plans to perform treasury services in house rather than contracting out. Overall, expenditures decreased slightly, reflecting a decrease in salaries and benefits resulting from staffing changes and a slight decrease in internal service charges.

The FY 2013/14 work plan includes continuing the phased implementation of online employee timesheets and business license applications. These projects will enhance efficiency in both payroll and business license functions.

## **\*\* ADMINISTRATIVE SERVICES DEPARTMENT ©3**Finance & Administrative Services

## ACCOMPLISHMENTS

Strategic Goals	Accomplishments
	<ul> <li>Coordinated a successful FY 2011/12 financial and compliance audit of the Town of Los Gatos.</li> </ul>
Good Governance Ensure responsive, accountable, and collaborative government	<ul> <li>Achieved the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) for FY 2011/12.</li> </ul>
	<ul> <li>Achieved the GFOA's Distinguished Budget Presentation Award for the FY 2012/13 Operating Budget.</li> </ul>
Fiscal Stability Maintain ongoing fiscal stability to	<ul> <li>Managed production and on-time adoption of FY 2013/14 Operating Budget and FY 2013/14 -2017/18 Capital Improvement Program.</li> </ul>
provide cost effective core services that meet the needs of the community	Managed production and adoption of FY 2013/14 Comprehensive Fee Schedule.

#### SUMMARY OF REVENUES AND EXPENDITURES

	2009/10 Actuals	2010/11 Actuals	 2011/12 Actuals	2012/13 Adopted	2012/13 Estimated	2013/14 Adopted
REVENUES						
Other Taxes	\$ 1,220,802	\$ 1,136,511	\$ 1,077,620	\$ 1,286,510	\$ 1,286,510	\$ 1,361,510
Intergovernmental Revenues	-	-	-	-	-	-
Service Charges	152	152	44	-	23	-
Interest	720,512	475,654	260,940	458,566	421,656	477,970
Other Revenues	 	 -	 -	 	 -	-
TOTAL REVENUES	\$ 1,941,466	\$ 1,612,317	\$ 1,338,604	\$ 1,745,076	\$ 1,708,189	\$ 1,839,480
EXPENDITURES						
Salaries and Benefits	\$ 855,626	\$ 837,024	\$ 803,051	\$ 858,876	\$ 789,898	\$ 846,898
Operating Expenditures	138,943	145,181	129,339	162,700	144,150	162,700
Grants	-	-	-	-	-	-
Pass Through Accounts	-	-	-	-	-	-
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	 67,537	 62,082	 62,506	 62,327	 58,498	58,749
TOTAL EXPENDITURES	\$ 1,062,106	\$ 1,044,287	\$ 994,896	\$ 1,083,903	\$ 992,546	\$ 1,068,347

Core Values	KEY PROJECTS
Good Governance Ensure responsive, accountable, and collaborative government	Financial System Upgrade  Continue the implementation of a financial/personnel information system upgrade to support Town-wide budget-related operations and community needs.
Fiscal Stability Maintain ongoing fiscal stability to provide cost effective core	Long-Term Budget Development  Provide support, analysis, and recommendations to restructure and reduce long-term projected increases in employee salary and benefit costs. Explore ways to generate one-time or ongoing funds through idle assets.
services that meet the needs of the community	Online Timesheets & Business License Applications Implement online submission and approval of payroll timesheets, through the existing financial information system. Implementation will be done through a phased approach.

## **™** ADMINISTRATIVE SERVICES DEPARTMENT Finance & Administrative Services

#### FY 2013/14 KEY PROJECTS

Core Values	KEY PROJECTS
Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment	Revenue Forecasting Enhancements  Work with community leaders and groups to continue to enhance the Town's communication with residents about its long-term financial plan for providing local government services.

#### KEY PROGRAM SERVICES

- Develops and monitors the Town's Annual Operating and Capital Budgets in accordance with Governmental Finance Officer Association (GFOA) guidelines
- Coordinates the annual audit of the Town's financial statements and preparation of the Comprehensive Annual Financial Report (CAFR)
- Maintains the Town's financial information system for record-keeping and reporting of all financial transactions
- Provides Accounts Payable and Payroll disbursement and reporting services; Accounts Receivable invoicing, revenue collection, and cash reconcilement; and Business License Tax processing and auditing services
- Provides accounting, arbitrage reporting, and claim reimbursement services for bond issues
- Provides oversight of procurement functions including Purchase Order processing, financial tracking of contracts, vendor resolution issues, and proper accounting allocation

## **\*\* ADMINISTRATIVE SERVICES DEPARTMENT & Finance & Administrative Services**

### FINANCE & ADMINISTRATIVE SERVICES PROGRAM STAFFING

### Full Time Equivalents (FTE)

	Authorized	2009/10	2010/11	2011/12	2012/13	2013/14
Town Staff	Positions	Funded	Funded	Funded	Funded	Funded
Finance & Admin. Director	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Budget/Finance Director	-			0.80	0.80	-
Finance Manager	0.80	0.80	0.80	-	-	0.80
Accountant/Fin Analyst	1.00	1.40	1.40	1.00	1.00	1.00
Payroll Specialist	0.95	0.95	0.95	0.95	0.95	0.95
Budget Analyst	-	-	-	0.50	0.50	-
Administrative Technician	0.90	-	-	-	-	0.90
Account Technician	1.25	1.80	1.80	1.80	1.80	1.25
<b>Total Finance Services FTEs</b>	5.90	5.95	5.95	6.05	6.05	5.90

Temporary Staff	2009/10 Funded	2010/11 Funded	2011/12 Funded	2012/13 Funded	2013/14 Funded
Project Manager	156	156	78	78	-
Administrative Analyst	1,040	1,040	520	520	520
Mail Room Clerk(Library Dept Temps)	250	250	250	250	250
Total Annual Hours	1,446	1,446	848	848	770

## **∞** ADMINISTRATIVE SERVICES DEPARTMENT **७**

**Finance & Administrative Services** 

	Finance & Aumin					
Т	ouformone Ohio etimo a sud Manager	2009/10	2010/11	2011/12	2012/13	2013/14 Bardana
P	erformance Objectives and Measures	Actual	Actual	Actual	Estimated	Budget
1.	Provide oversight of Town investment activities to obtain highest available portfolio earnings in accordance with State and Town Codes.					
	a. Average rate of return on investments:	1.92%	1.21%	1.09%	0.9%	0.9%
2.	Assure legal and fiscal accountability to the public, in compliance with established accounting standards.  a. Town Financial Statements receive an 'Unqualified Opinion' from the Town's independent auditor:	Yes	Yes	Yes	Yes	Yes
	b. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Financial Reporting' awarded to the Town:	Yes	Yes	Yes	Yes	Yes
3.	Prepare accurate budget forecasts and workplans in compliance with standard budgeting practices.  a. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Budgeting' awarded to the Town:	Yes	Yes	Yes	Yes	Yes
4.	Provide timely and accurate financial reports within specified deadlines.  a. Percent of State Controller's annual financial reports completed and filed by deadlines:	100%	100%	100%	100%	100%
	b. Percent of County annual financial reports completed and filed by deadlines:	100%	100%	100%	100%	100%
	c. Percent of time revenue analyses completed within 30 days of month-end:	100%	100%	100%	100%	100%
5.	d. Percent of time bank statements reconciled to general ledger within 30 days of month-end:  Provide financial oversight and administer	100%	100%	100%	100%	100%
	accounting functions for all Town funds and					
	<ul><li>accounts.</li><li>a. Percentage of Accounts Payable invoices paid accurately:</li></ul>	99%	99%	99%	99%	99%
	b. Percentage of Payroll checks paid accurately and on-time:	99%	99%	99%	99%	99%
A	ctivity and Workload Highlights	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Estimated	2013/14 Budget
1.	Quarterly investment reports to Town Council:	4	4	4	4	4
2.	Number of general ledger corrections needed during audit:	0	0	0	0	0
3.	Annual number of invoices entered into the Accounts	9,339	7,832	7,697	7,700	7,700

A	ctivity and Workload Highlights	Actual	Actual	Actual	Estimated	Budget
1.	Quarterly investment reports to Town Council:	4	4	4	4	4
2.	Number of general ledger corrections needed during audit:	0	0	0	0	0
3.	Annual number of invoices entered into the Accounts Payable system:	9,339	7,832	7,697	7,700	7,700
4.	Average number of Accounts Payable checks issued weekly:	82	73	75	74	74
5.	Average number of regular and temporary employee payroll checks issued bi-weekly:	188	188	188	190	190
6.	Number of Business Licenses issued annually:	4,126	4,111	4,276	4,300	4,300

<sup>\*</sup> Beginning FY 2009/10, instead of monthly reports staff prepares quarterly investment reports to Council.

## **Administrative Services Department**

# CLERK ADMINISTRATION PROGRAM 2401

#### PROGRAM PURPOSE

The Clerk Administration Program serves the public by providing information and assistance related to Town records, boards and commissions, public meetings, and elections. Currently, core services include maintaining key Town records through the timely indexing of resolutions, ordinances, minutes, rosters, recordings, and agreements. The program is focused on making Town records accessible by adding to the electronic repository of documents. The program's ultimate goal is to have all Town public records accessible to the public through the Town's website. The Clerk Administration Program also recruits individuals to serve on the Town's advisory bodies and assists them with the document filing requirements of the Fair Political Practices Commission. The Clerk Administration Program handles Town-related election activities and coordinates its efforts with the Santa Clara County Registrar of Voters to ensure an efficient election process.

#### **BUDGET OVERVIEW**

The FY 2013/14 budget for the Clerk Administration Program reflects a slight increase in expenditures due to staffing and benefits changes. The Clerk Administration budget reflects changes made during FY 2012/13 in conjunction with the Town Manager's Office, resulting in the replacement of the Deputy Clerk position with an Administrative Technician (funded half in TMO and half in Clerk). In FY 2013/14, the staffing model implemented in a prior fiscal year that combined a Deputy Attorney position and a Clerk Administrator position will be re-evaluated to determine if a different staffing model would better meet the needs of the Administrative Services Department.

### **ACCOMPLISHMENTS**

Core Values	Accomplishments
Good Governance Ensure responsive, accountable, and collaborative government	The Clerk Department enhanced its website and increased access to public records by posting information about public records requests and creating an online portal for people to request documents.
Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational and individual enrichment	The Clerk Department added documents to the LaserFiche repository so that documents are electronically accessible to staff and the public.

#### SUMMARY OF REVENUES AND EXPENDITURES

	2009/10 Actuals	2010/11 Actuals	2011/12 Actuals	2012/13 Adopted	2012/13 Estimated	2013/14 Adopted
REVENUES						
Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Other Revenues	 	 	 	 	 	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES						
Salaries and Benefits	\$ 178,232	\$ 174,777	\$ 100,552	\$ 111,115	\$ 96,934	\$ 121,757
Operating Expenditures	16,584	15,904	9,042	17,200	12,174	17,200
Grants	-	-	-	-	-	-
Pass Through Accounts	-	-	-	-	-	-
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	 35,578	 34,515	 33,849	 31,293	 30,804	29,772
TOTAL EXPENDITURES	\$ 230,394	\$ 225,196	\$ 143,443	\$ 159,608	\$ 139,912	\$ 168,729

Core Values	KEY PROJECTS
Good Governance Ensure responsive, accountable, and collaborative government	Automated Agenda Delivery  As part of the Town's continuing efforts to reduce waste, the Clerk Department and Town Managers Office will research and implement, with Council approval, automated agenda delivery to Councilmembers. The Clerk Department will facilitate the transition to automated agendas by researching applications, surveying implementation strategies by other municipalities and helping to educate the end users on the new technology.
Quality Public Infrastructure Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure	Public LaserFiche Accessibility  The Clerk Department makes various public documents available to the public through the Town's website. The Clerk Department will continue to add documents to the repository so that the public can access as many documents as possible at any time through the website.
Public Safety Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness	"Clerk in a Box"  The Clerk Department will gather materials to have available for official purposes in case of emergency or disaster. At times of crisis, it may be necessary to issue emergency proclamations to declare a disaster or to call emergency Town meetings to respond to a disaster. The Clerk Department will gather document templates, stamps, seals, and other necessary items needed to respond to crisis situations.

## **EXECUTE:** ADMINISTRATIVE SERVICES DEPARTMENT CONTROL CONTROL

#### **KEY PROGRAM SERVICES**

- Provides public notice of Town Council, commission, and board meetings
- Coordinates recruitment and appointment process for Town boards, commissions, and committees
- Accepts and files appropriate documents associated with municipal elections
- Acts as Filing Official for the Town's Conflict of Interest Code in conformance with the requirements of the Fair Political Practices Commission
- Preserves and maintains the Town records and legislative history

#### CLERK ADMINISTRATION STAFFING

Full Time Equivalents (FTE)						
	Authorized	2009/10	2010/11	2011/12	2012/13	2013/14
Town Staff	Positions	Funded	Funded	Funded	Funded	Funded
	-	-	-	-	-	-
Clerk Administrator	0.50	1.00	1.00	0.50	0.50	0.50
Deputy Clerk	-	0.70	0.70	0.50	0.50	-
Administrative Technician	0.50	-	-	-	-	0.50
Total Clerk Admin FTEs	1.00	1.70	1.70	1.00	1.00	1.00

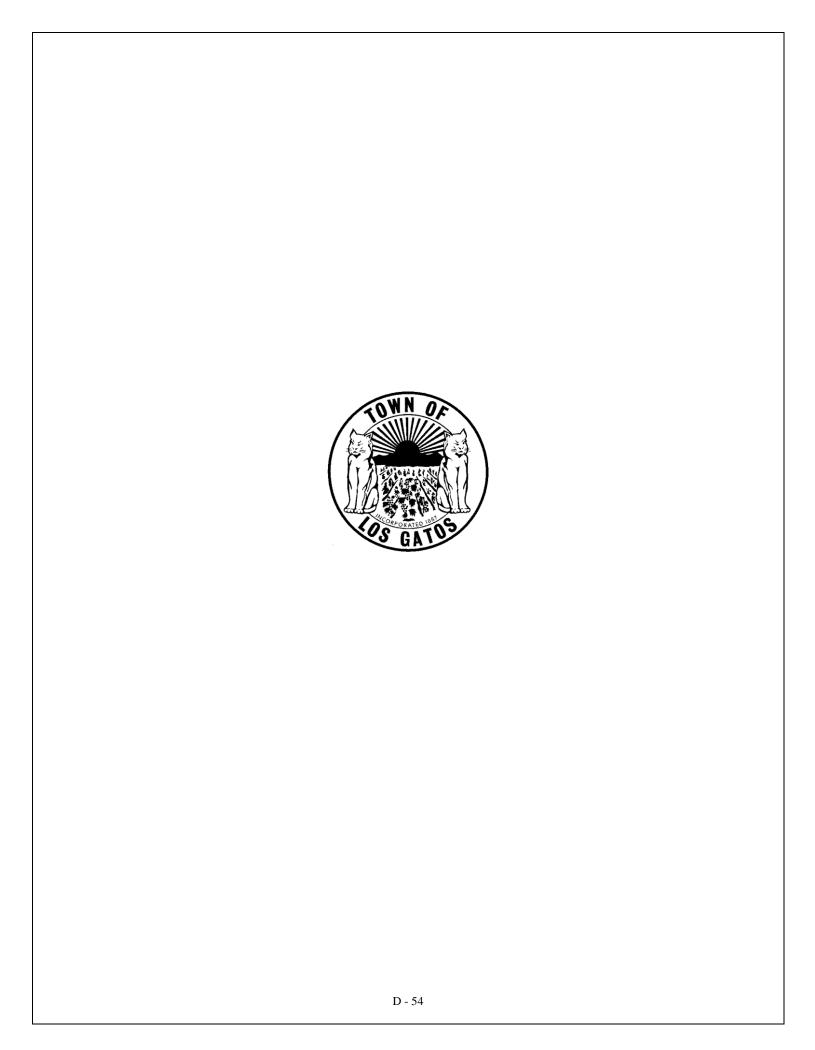
## **SOLUTION** ADMINISTRATIVE SERVICES DEPARTMENT CS Clerk Administration

Pe	erformance Objectives and Measures	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Estimated	2013/14 Budget
1.	Provide efficient and effective indexing of key documents to ensure adequate tracking of and accessibility to the Town's legislative history.  a. Percentage of resolutions, agreements, and ordinances indexed within five business days:	99%	99%	99%	99%	99%
2.	b. Percentage of Town Council Minutes prepared within three business days:  Provide a satisfactory level of response for customer service related to all Town Clerk counter transactions.	95%	97%	97%	97%	97%
	a. Percentage of customers satisfied with services:	Data Not A vailable	Data Not A vailable	Data No t A vailable	Data No t A vailable	Data Not A vailable
3.	Percentage of vacancies filled on an annual basis to maximize community participation within the Town's advisory bodies.	Data Not A vailable	95%	95%	95%	95%
A	ctivity and Workload Highlights	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Estimated	2013/14 Budget
1.	Number of resolutions indexed:	160	N/A	75	75	75
2.	Number of commission and board recruitments and appointments processed:	79	N/A	74	74	74
3.	Number of agreements indexed:	221	N/A	240	240	220
4.	Number of documents recorded:	76	N/A	72	72	72
5.	Number of Legal Notices published within established timelines:	125	127	150	150	150
6.	Number of Fair Political Practices Commission (FPPC) Form 700:	170	160	165	165	165
7.	Number of bids processed and project files monitored for final action:	12	15	17	17	20
8.	Number of Town records processed for retention:	1,350 *	1,368	1,500	1,500	1,750
9	Number of required insurance certificates verified:	340	322	350	350	400
10	Number of citizen inquiries and requests for information received and addressed:	12,000 **	9,600	Data No t A vailable	Data No t A vailable	Data Not A vailable
11	. Number of residential parking permits processed:	980	1,044	N/A	N/A	N/A
12	. Number of business parking permits processed:	20	22	N/A	N/A	N/A
13.	Number of Legislative Records indexed***: Agreements - 224 Resolutions - 121 Recordings - 53 Ordinances - 15	Data Not A vailable	470	475	475	475
14		Data Not A vailable	76	71	71	71

<sup>\*</sup> Beginning with 2009/10, decrease in activity is expected due to implementation of revised retention policy.

<sup>\*\*</sup> Beginning with 2009/10, method for calculating activities has been changed. Decrease from 2009/10 to 2010/11 is due to decrease in CDD/Finance customers seeking Clerk Administration assistance due to public counter closure.

<sup>\*\*\*</sup> Combines 3, 4, 8 & 9



## **Administrative Services Department**

## NON-DEPARTMENTAL PROGRAM PROGRAM 1201

#### PROGRAM PURPOSE

Appropriated funds are provided in the Non-Departmental Program to account for a variety of Town services and activities not specifically attributable to individual departments. Tax revenues, license and permit fees, and intergovernmental revenues are generated as a result of overall government operations. Non-departmental employee and retiree expenses, Town-wide organizational costs, Town memberships, and joint-agency service agreements benefiting the entire Town are also accumulated in the Non-Departmental Program.

#### **BUDGET OVERVIEW**

The majority of the Town's general revenues are accounted for in the Non-Departmental Program. Current trends in some tax revenues are beginning to display signs that the local economy is growing stronger. The FY 2013/14 proposed General Fund budget assumes conservative growth trends in economically sensitive revenue sources such as property tax, business license, and licenses and permits. The budgeted sales, and transient occupancy taxes and franchise fees for FY 2013/14 are forecasted to remain stagnant or slightly lower, based on current available data and forecasts. Given the Town's past and current budget challenges, proactive efforts continue to be underway to reduce operating budget costs, retain and protect vital revenue sources, and align organizational services with projected revenue streams.

Los Gatos, like all California cities, has experienced increases in the employer's share of its public retirement system contributions, a cost factor that is in large measure immune to employer control. Effective during FY 12/13 a 3-tier employee retirement formula system has been adopted. Under this new system, the retirement formula for existing public safety employees remains at 3% at 50, however, for "new" safety employees first hired into any public pension system after 1/1/13, the calculation is 2.7% at 57 based on three years of final compensation. Likewise, the retirement calculation for miscellaneous employees has changed. Employees hired prior to 9/15/12 maintain the 2.5% at 55 calculation, however, for employees hired after 9/15/12 and before 1/1/13 the formula is 2% at 60 (3 year final compensation) and for "new" employees hired after 1/1/13 the formula is 2% at 62 (3 year final compensation). The tiered benefit package helps to offset some of the future increasing costs as negative investment returns in the State of California PERS pension system and changes to the PERS calculation basis, have increased current and forecasted future retirement contributions paid by the Town. Further, employer rates have increased annually for miscellaneous employees and sworn. Projected PERS rates for FY 2013/14 are 40.9% for public safety employees and 21.9% for other employees.

## **\*\* ADMINISTRATIVE SERVICES DEPARTMENT & Non-Departmental**

Last, the Non-Departmental budget continues to reflect a 1.0 FTE Community Outreach Coordinator, which was reallocated from the Administrative Services Department in FY 2011/12, in support of the Council's ongoing strategic priority to enhance community outreach and emergency preparedness efforts. This position has primarily supported Police for the last year but will take on Town-wide responsibilities in FY 2013/14.

Non-Departmental expenditures for FY 2013/14 have been reduced due to a forecasted decrease in appraisal fees, emergency preparedness supplies, and other various expenditure items. Also included are salary reductions for the proposed 5-day unpaid furlough scheduled to occur during the month of November and the holiday week in December 2013. In spite of the reductions, the Non-Departmental Program will continue to fund the following within budget constraints:

- \$1,300,000 for the actuarially-required contribution for post-retirement benefit obligations. The Governmental Accounting Standards Board Statement No. 45 (GASB 45) requires that the Town accrue an annual expense on its financial statements for the cost of providing post-retirement health care costs.
- \$1,257,426 for the lease payment on the Town's new library building as pledged under the 2010 Certificates of Participation. This payment is offset by a reimbursement from the Successor Agency to the Los Gatos Redevelopment Agency, with a result of no net impact on the Town's General Fund budget.
- \$743,000 for the cost of covering the Town's portion of retiree medical insurance premiums. The Town has paid for this expense since the Town became a member of the California Public Employees Retirement System (PERS) medical plan as it is part of the PERS agreement.
- \$678,152 for the lease payment on the Town's Corporation Yard property as pledged under the 2002 Certificates of Participation. This payment is offset by a reimbursement from the Successor Agency to the Los Gatos Redevelopment Agency, with a result of no net impact on the Town's General Fund budget.
- \$196,000 for animal control services provided by the City of San Jose. The Town entered into a 20-year agreement with the City of San Jose effective July 1, 2004.
- \$129,500 for Santa Clara County's Tax Administration fee for collecting and processing of the Town's assorted tax receipts.
- \$10,000 for organizational development to address needs of the organization when opportunities arise
- \$100,000 for the Town Manager's Contingency and Productivity Funds to address unforeseen situations or opportunities that may arise during the fiscal year. This continues the reduction from \$200,000 for another year.
- \$19,371 for special studies when needed.
- \$54,200 for the Los Gatos Chamber of Commerce contract to provide support for the Chamber's information center and implementation of the Town's Leadership Los Gatos program.
- \$20,000 for the continued cablecasting of Town Council and Planning Commission meetings by KCAT. This expense will be discontinued by 2015 based on an agreement between the Town and

# **SERVICES DEPARTMENT** ♥ Non-Departmental

KCAT to phase out annual grant funding in exchange for Public, Educational, and Government (PEG) Access funding received by the Town from cable providers.

The net operating budget also reflects a transfer of \$2,683,746 to the General Fund Appropriated Reserves (GFAR) for the Capital Improvement Program. This transfer includes monies to support the Capital Improvement Program (CIP) which includes the Almond Grove Street rehabilitation project design and first phase of construction, Town Park lighting project, and the Civic Center reuse project.

### 

## Non-Departmental

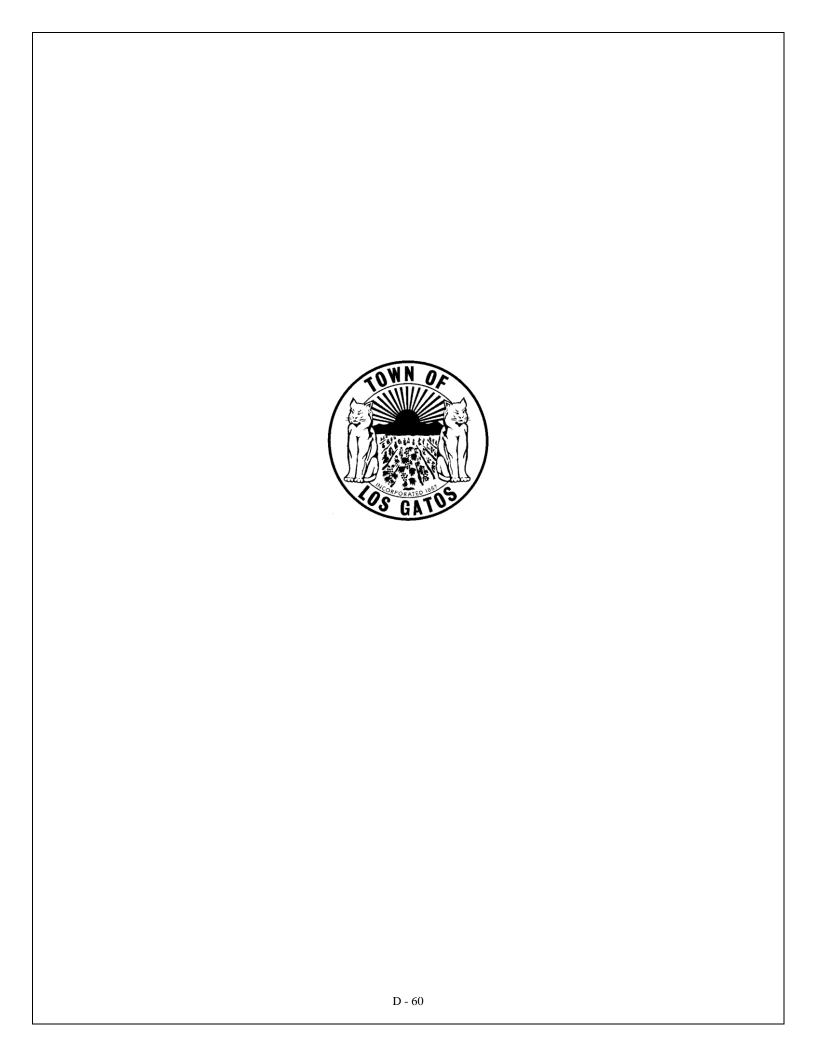
#### SUMMARY OF REVENUES AND EXPENDITURES

	2009/10 Actuals	2010/11 Actuals	2011/12 2012/13 Actuals Adopted		2012/13 Estimated	2013/14 Adopted	
REVENUES							
Property Tax	\$ 7,465,871	\$ 7,289,897	\$ 7,532,073	\$ 8,041,087	\$ 7,868,034	\$ 7,786,976	
VLF Backfill Property Tax	2,343,495	2,327,053	2,353,158	2,272,820	2,400,000	2,424,000	
Sales & Use Tax Franchise Fees	8,317,216 1,699,839	9,971,409 1,901,605	9,889,100 1,952,488	7,859,000 1,939,820	7,442,856 2,009,940	7,797,615 2,040,030	
Other Taxes	1,099,639	1,901,005	1,932,466	1,939,620	2,009,940	2,040,030	
Transient Occupancy Tax	923,783	1,004,659	1,174,485	1,099,860	1,000,000	1,015,000	
Licenses & Permits	2,491	7,403	6,813	57,690	5,925	6,020	
Intergovernmental Revenues	107,099	155,452	21,692	158,570	31,740	32,220	
Lease Payments	931,371	1,354,882	2,094,852	1,963,971	1,963,971	1,935,578	
Charges for Services Fines & Forfeitures	678,643	700,558	502,495	235,801	113,500	114,650	
Interest	150,000	150,000	(1,794)	150,000	_		
Other Sources	134,243	37,671	48,192	402,500	395,000	407,100	
TOTAL REVENUES	\$ 22,754,051	\$ 24,900,589	\$ 25,573,554	\$ 24,181,119	\$ 23,230,966	\$ 23,559,189	
TRANSFERS IN							
Transfer from Solid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfer from Non-Point Source	-	-	-	-	-	-	
Transfer from Blackwell Dst	460	460	460	460	460	460	
Transfer from Kennedy Meadow Dst	1,510	1,510	1,510	1,510	1,510	1,510	
Transfer from Gemini Court Dst	610	610	610	610	610	610	
Transfer from Santa Rosa Dst	660	660	660	660	660	660	
Transfer from Vasona Heights Dst	1,430	1,430	1,430	1,430	1,430	1,430	
Transfer from Hillbrook Dst	250	250	250	250	250	250	
Transfer from Capital Project Funds	131,581	100,645	107,604	102,000	102,000	102,000	
Transfer from Traffic Mitigations	3,824	32,190	13,199	10,000	10,000	10,000	
Transfer from Gas Tax	106,000	106,000	106,000	106,000	106,000	106,000	
Transfer from Equip Replacement	194,000	194,000	-	194,000	-	194,000	
Transfer from Worker's Comp. Funds	-	-	-	100,000	100,000	90,000	
Transfer from 942 SA Housing Trust		-			250,000	250,000	
TOTAL TRANSFERS IN	\$ 440,325	\$ 437,755	\$ 231,723	\$ 516,920	\$ 572,920	\$ 756,920	
TOTAL REVENUES & TRANSFERS	\$ 23,194,376	\$ 25,338,344	\$ 25,805,277	\$ 24,698,039	\$ 23,803,886	\$ 24,316,109	
EXPENDITURES							
Salaries and Benefits	\$ (106,160)	\$ 162,938	\$ 399,358	\$ 447,923	\$ 454,346	\$ 100,160	
Operating Expenditures	1,648,461	2,033,351	2,454,542	2,918,775	2,641,676	2,869,771	
Grants	116,865	133,967	60,452	67,200	63,000	67,200	
Pass Through Accounts	116,819	-	-	-	-	-	
Fixed Assets	3,116,295	-	-	-	-	-	
Charges for Services	-	-	5,486	4,936	5,260	(10,438)	
Debt Service	931,371	1,354,882	2,094,852	1,963,971	1,963,971	1,935,578	
TOTAL EXPENDITURES	\$ 5,823,651	\$ 3,685,138	\$ 5,014,690	\$ 5,402,805	\$ 5,128,253	\$ 4,962,271	
TRANSFERS OUT							
Transfers to Bldg Maint	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers to GFAR	825,000	786,525	1,849,882	1,900,000	1,901,788	2,683,746	
Transfers to Solid Waste	-	-	-	-	-	-	
Transfer to SA Capital Projects	-	-	127,155	-	-	-	
Transfer to SA Debt Service	-	-	311,382	-	-	-	
Transfer to Low/Moderate Housing	-	-	4,383	-	-	-	
Transfer to SA Housing			· <del></del>		49,525	70,653	
TOTAL TRANSFERS OUT	\$ 825,000	\$ 786,525	\$ 2,292,802	\$ 1,900,000	\$ 1,951,313	\$ 2,754,399	
TOTAL EXPEND'S & TRANSFERS	\$ 6,648,651	\$ 4,471,663	\$ 7,307,492	\$ 7,302,805	\$ 7,079,566	\$ 7,716,670	

# **№ ADMINISTRATIVE SERVICES DEPARTMENT** Non-Departmental

### NON-DEPARTMENTAL STAFFING

Full Time Equivalents (FTE)						
	Authorized	2009/10	2010/11	2011/12	2012/13	2013/14
Town Staff	Positions	Funded	Funded	Funded	Funded	Funded
Community Outreach Coordinator	1.00	-		1.00	1.00	1.00
Total Clerk Admin FTEs	1.00	-	-	1.00	1.00	1.00



## MANAGEMENT INFORMATION SYSTEMS FUND 621

#### **FUND PURPOSE**

Management Information Systems (MIS) supports the delivery of services to all the Town's customers through the use of SMART technology (Sensible, Multi-modal, Accessible, Responsive, and Time-phased Technology). Key services include the maintenance, replacement, and upgrade of existing technology; and the support for new information technology initiatives.

In meeting the organization's information technology needs, the MIS Program strives to achieve the following goals:

- Continuously enhance and improve customer service
- Maintain and enhance a sound and reliable IT infrastructure
- Use information technology to provide seamless services
- Operate as a team to achieve information technology goals

#### **BUDGET OVERVIEW**

The FY 2013/14 budget for MIS recognizes the continued need to identify and invest in information technology opportunities. Continued investment in information technology is a cost-effective approach to maintaining, or potentially increasing, service delivery levels in times of fiscal constraints.

The MIS Program receives revenues through charges to General Fund and Special Revenue departmental programs based on employee category and equipment replacement costs. Service rates are adjusted to build fund balance capacity for future technology projects. The FY 2013/14 budget reflects a decrease in operating expenditures as there were significant equipment purchases in FY 2012/13 that will not be reported in the new fiscal year.

### **∞** ADMINISTRATIVE SERVICES DEPARTMENT **७**

## **Management Information Systems**

### ACCOMPLISHMENTS

Core Values	Accomplishments
Good Governance Ensure responsive, accountable, and collaborative government	<ul> <li>Expanded the use of server virtualization for added efficiency and redundancy.</li> <li>Completed new, improved, and upgraded systems, including the following:         <ul> <li>Network core switching and routing</li> <li>Network intrusion detection system</li> <li>Accela Automation Permit Tracking Upgrade</li> <li>Tiburon PD Project Joint Venture with Sunnyvale computer aided dispatch upgrade</li> <li>New Fiber Optic for redundancy and increased speed between Police Operation Building to Civic Center and Corporation Yard</li> <li>New Mobile Data Computers (MDC) replaced in PD Vehicles</li> </ul> </li> <li>Cyber Incident Response Plan Completed</li> </ul>

### **∞** ADMINISTRATIVE SERVICES DEPARTMENT **७**

## **Management Information Systems**

	2009/10 Actuals	2010/11 2011/12 <u>Actuals Actuals</u>		2012/13 Adopted		
SOURCES OF FUNDS						
Beginning Fund Balance						
Designated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated	2,175,718	2,210,653	2,265,503	2,372,368	2,473,346	2,339,984
Total Beginning Fund Balance	2,175,718	2,210,653	2,265,503	2,372,368	2,473,346	2,339,984
Revenues						
Service Charge	920,466	895,364	906,089	930,673	930,673	933,191
Other Revenues	81,853	89,062	125,570	90,000	115,000	90,000
Total Revenues	1,002,319	984,426	1,031,659	1,020,673	1,045,673	1,023,191
TOTAL SOURCE OF FUNDS	\$ 3,178,037	\$ 3,195,079	\$ 3,297,162	\$ 3,393,041	\$ 3,519,019	\$ 3,363,175
USES OF FUNDS Expenditures						
Salaries and Benefits	\$ 387.804	\$ 409.111	\$ 436.578	\$ 437,288	\$ 419,284	\$ 434,870
Operating Expenditures	579,580	497,265	387,238	774,377	759,751	542,041
Fixed Assets	-	23,200	-	159,000	-	159,000
Internal Service Charges	_	_	_	_	_	-
Total Expenditures	967,384	929,576	823,816	1,370,665	1,179,035	1,135,911
Transfers Out						
Transfer to General						5,000
Total Transfers Out						5,000
Total Expenditures & Transfers Out	967,384	929,576	823,816	1,370,665	1,179,035	1,140,911
Ending Fund Balance						
Designated	- 2210 653	-	- 472.245	2 022 275	- 220.004	
Undesignated	2,210,653	2,265,503	2,473,346	2,022,376	2,339,984	2,222,264
Total Ending Fund Balance	2,210,653	2,265,503	2,473,346	2,022,376	2,339,984	2,222,264
TOTAL USE OF FUNDS	\$ 3,178,037	\$ 3,195,079	\$ 3,297,162	\$ 3,393,041	\$ 3,519,019	\$ 3,358,175

## 

## FY 2013/14 KEY PROJECTS

Core Values	KEY PROJECTS
Community Character Preserve and enhance the appearance, character, and environment quality of the community	Development of IT Master Plan Projects  Continued implementation of selected projects in the IT master plan to enhance productivity, including e-government improvements. Upgrade of the LGMSPD servers and continuation of the LGMSPD joint venture with Sunnyvale.
Good Governance Ensure responsive, accountable, and collaborative government	System Upgrades Replacement of selected servers, computers, notebooks, monitors and printers as part of the replacement program.
Fiscal Stability  Maintain ongoing fiscal stability to provide cost effective core services that meet the needs of the community	Electronic Document Management System  Continuation and expansion of electronic document management in Human Resources, Parks and Public Works, and other departments to increase efficiency of record retrieval.
Quality Public Infrastructure Maintain the condition and availability of public facilities, transportation systems, and other public infrastructure	Disaster Recovery  Expansion of virtualization of servers to aid in disaster recovery and added efficiency. Improving disaster recovery strategy and disaster recovery plan.
Civic Enrichment Foster opportunities for citizen involvement, and cultural, recreational, and individual enrichment	Online Services Improvements Improving efficiency and 24/7 service to the public by completion of improvements for the online tree permits and development applications, online business license applications, and other online improvements.
Public Safety Ensure public safety through proactive community policing, effective emergency response, and community-wide emergency preparedness	Police Support Technology  Police records management system upgrades and system consolidation with City of Sunnyvale. Mobile audio video system improvements, mobile data computer replacements in PD vehicles, core network routers and switches improvements.  911 voice recorder upgrade.

# **\*\* ADMINISTRATIVE SERVICES DEPARTMENT 03**Management Information Systems

#### **KEY PROGRAM SERVICES**

- Performs maintenance and upgrades of administrative network system (servers, PCs, notebooks, printers, hardware, and software)
- Makes Town-wide MIS replacement program purchases
- Provides customer technical support
- Provides website management
- Completes research and planning for new technology solutions

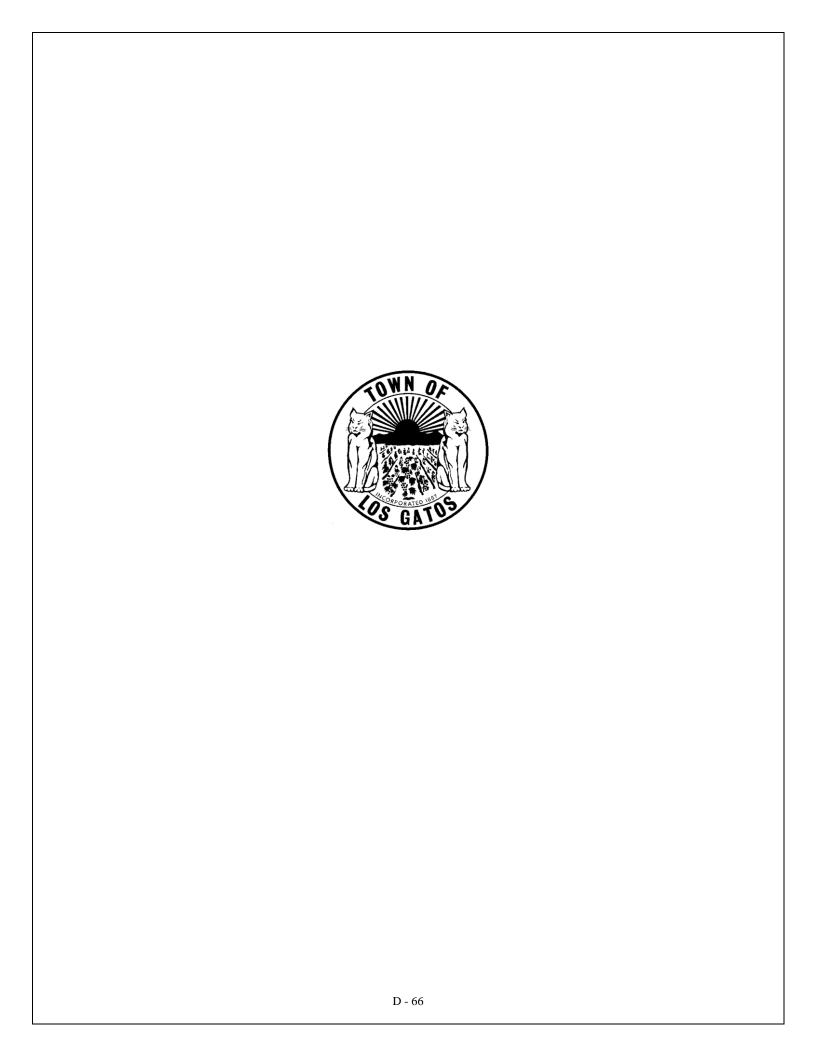
#### MANAGEMENT INFORMATION PROGRAM STAFFING

#### Full Time Equivalent (FTE)

	Authorized	2009/10	2010/11	2011/12	2012/13	2013/14
Town Staff	Positions	Funded	Funded	Funded	Funded	Funded
MIS Manager	1.00	1.00	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00
IT Technician	0.75	0.75	0.75	0.75	0.75	0.75
Assistant Budget/Finance Director	· -	-	-	0.20	0.20	-
Finance Manager	0.20	0.20	0.20	-	-	0.20
Total MIS FTEs	2.95	2.95	2.95	2.95	2.95	2.95

Performance Objectives and Measures	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Estimated	2013/14 Budget
1. Support the delivery of services to all the Town's customers through the use of SMART technology (Sensible, Multi-modal, Accessible, Responsive, and Time phased technology).					
<ul> <li>a. Percent of time service requests are resolved within established guidelines:</li> </ul>	90%	90%	90%	90%	92%
<ul> <li>b. Percent of network availability during normal business hours:</li> </ul>	99%	99%	99%	99%	99%
<ul><li>c. Percent of customers rating support as "good" or "excellent" based on timeliness:</li></ul>	90%	96%	92%	90%	94%
<ul> <li>d. Percent of customers rating support as "good" or "excellent" based on quality of service:</li> </ul>	90%	96%	92%	90%	89%

Activity and Workload Highlights	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Estimated	2013/14 Budget
1. Number of PCs/Notebooks maintained:	200	202	202	202	202
2. Number of network servers maintained:	40	53	53	53	61
3. Number of network printers maintained:	37	37	37	37	37
4. Number of service requests received:	1,200	1,389	1400	1400	1650



## WORKERS' COMPENSATION FUND FUND 612

#### **FUND PURPOSE**

The Town's Workers' Compensation Program provides for anticipated liabilities for worker compensation benefits. The Town self-insures for benefits provided to Town employees and volunteers for work-related injuries up to \$250,000, and has excess insurance coverage for claims up to \$25 million. The Town belongs to the Local Agency Workers' Compensation Excess (LAWCX) Joint Powers Authority for the purpose of pooling for this excess insurance. A third party administrator, Innovative Claims Solutions, Inc. (ICS), handles the day-to-day workers' compensation claims administration.

#### **BUDGET OVERVIEW**

Revenues to fund this program are derived as a percentage of salary each payroll period. Each department pays a portion of the program's cost based on gross wages and level of risk for the various job classifications within the department. The annual appropriation to this fund represents the self-insurance premiums paid by the operating departments. Service rates are established which maintain fund balance capacity at approximately two and one-half times the annual operating expense. Any excess funds are returned through reduced rates and fund balance transfers as needed.

Program costs covered in the internal rates include administration fees, claim settlement costs, attorney fees (outside counsel), medical expenses, payment for temporary and permanent disability, safety program administration and training, and excess insurance premiums. The budget for Workers' Compensation is based on actual payroll in the same manner as prior years and there are no changes to the Workers' Compensation program or benefits from FY 2012/13 to FY 2013/14. The Workers Compensation budget for last year reflected a spike in medical costs due to caseload, including a number of long-term claims that included future medical award payments. The increase in medical costs is expected to continue given current state-wide trends and anticipated medical treatment necessary to treat workplace incidents. Staff continues to monitor the Workers' Compensation costs with assistance from outside experts, who advise on prevention measures and caseload management.

# **№ ADMINISTRATIVE SERVICES DEPARTMENT** Workers' Compensation Fund

	2009/10 Actuals	2010/11 Actuals	2011/12 Actuals	2012/13 Adopted		
SOURCES OF FUNDS						
Beginning Fund Balance						
Designated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated	2,583,280	2,725,375	2,809,884	2,716,517	2,300,638	2,165,383
Total Beginning Fund Balance	2,583,280	2,725,375	2,809,884	2,716,517	2,300,638	2,165,383
Revenues						
Service Charge	644,571	655,244	673,984	659,397	640,638	655,549
Interest	39	18	30	32	-	-
Other Revenues	4,280	472	167,664			-
Total Revenues	648,890	655,734	841,678	659,429	640,638	655,549
TOTAL SOURCE OF FUNDS	\$ 3,232,170	\$ 3,381,109	\$ 3,651,562	\$ 3,375,946	\$ 2,941,276	\$ 2,820,932
USES OF FUNDS  Expenditures  Salaries and Benefits  Operating Expenditures  Fixed Assets	\$ 92,711 414,084	\$ 89,585 481,640	\$ 102,326 1,248,598	\$ 88,627 553,784	\$ 92,293 583,600	\$ 90,107 578,500
Internal Service Charges	_					
Total Expenditures	506,795	571,225	1,350,924	642,411	675,893	668,607
Transfers Out  Transfer to Grant Funds  Transfer to General Fund  Total Transfers Out	- - -	- - -	- - -	100,000 100,000	100,000 100,000	90,000
Total Expenditures & Transfers Out	506,795	571,225	1,350,924	742,411	775,893	758,607
Ending Fund Balance  Designated  Undesignated  Total Ending Fund Balance	2,725,375 2,725,375	2,809,884 2,809,884	2,300,638 2,300,638	2,633,535 2,633,535	2,165,383 2,165,383	2,062,325 2,062,325
TOTAL USE OF FUNDS	\$ 3,232,170	\$ 3,381,109	\$ 3,651,562	\$ 3,275,946	\$ 2,841,276	\$ 2,730,932

## **\*\* ADMINISTRATIVE SERVICES DEPARTMENT © Workers' Compensation Fund**

#### FY 2013/14 KEY PROJECTS

Core Values	Key Projects
Good Governance Ensure responsive,	Accident Review  Coordinate with the Safety Committee to assist in accident review and help develop action plans to prevent future injuries on an on-going basis and reduce or eliminate exposure.
accountable, and collaborative government	Cal OSHA Safety Compliance Programs  Monitor work activities to identify and ensure compliance with safety programs that are mandated by Cal OSHA and oversee the setting of priorities and training as required.

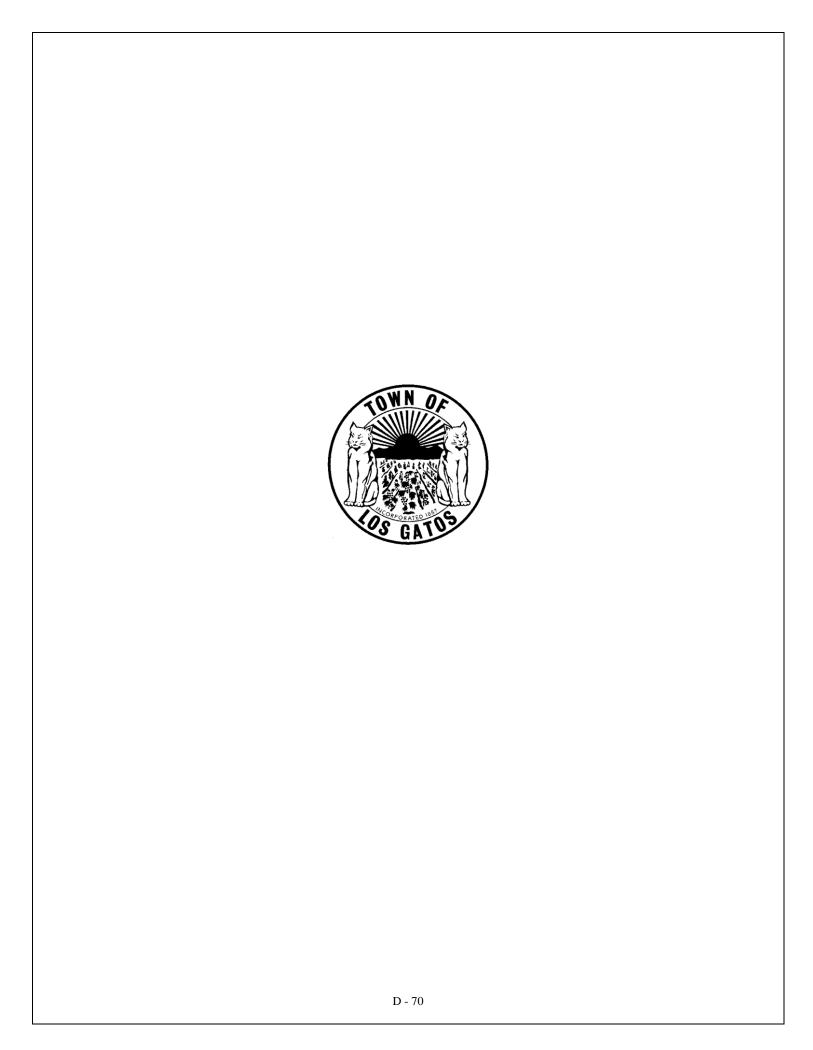
#### **KEY PROGRAM SERVICES**

- Coordinates the Town's Workers' Compensation Program with contract administration firm
- Administers and/or coordinates work safety programs
- Promotes safe work practices and employee wellness
- Provides timely reporting of employee injury reports
- Provides information to employees regarding workers' compensation reporting
- Minimizes the Town's exposure to losses as a result of employee accidents or illnesses

#### WORKERS' COMPENSATION PROGRAM STAFFING

#### Full Time Equivalent (FTE)

	Authorized	2009/10	2010/11	2011/12	2012/13	2013/14
Town Staff	Positions	Funded	Funded	Funded	Funded	Funded
Human Resources Director	0.25	0.25	0.25	0.25	0.25	0.25
Town Attorney	0.05	0.05	0.05	0.05	0.05	0.05
Payroll Specialist	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Analyst	0.20	0.20	0.20	0.20	0.20	0.20
Total Workers Compensation FTEs	0.55	0.55	0.55	0.55	0.55	0.55



## OFFICE STORES FUND FUND 622

#### **FUND PURPOSE**

Photocopy and printer equipment, postage, and bulk mail expenses are centrally funded through the Town's Office Stores Program, and subsequently charged back to the appropriate department for services and materials utilized on a monthly basis. Due to limited personnel activity in the operations of this program, there are no staffing, key projects, or performance measures accounted for in this fund.

#### **BUDGET OVERVIEW**

The Office Stores Program maintains approximately 34 printers and copiers. The lease and maintenance program includes toner and repairs for all copiers and printers and the Office Stores Fund pays for copy paper for use on the printers and copiers on the program. A Request for Proposal for Printer & Copier Replacement, Management and Maintenance Services was conducted in FY 2012/13 to increase the value and dependability of these critical services.

#### **KEY PROGRAM SERVICES**

- Provides postage and photocopy equipment and supplies for various Town departments
- Monitors service levels and performance of copiers, printers, and postage machines, maintaining and replacing equipment as needed

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	2009/10 Actuals		_	2010/11 Actuals	2011/12 Actuals		2012/13 Adopted		2012/13 Estimated		2013/14 Adopted	
SOURCES OF FUNDS												
Beginning Fund Balance												
Designated	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Undesignated		263,444		256,356		245,644		207,894		206,569		137,261
Total Beginning Fund Balance		263,444		256,356		245,644		207,894		206,569		137,261
Revenues												
Service Charge		118,463		111,063		90,948		118,500		60,548		112,000
Interest		-		-		-		-		-		-
Other Revenues		1,135		2,478		807		9,000		3,852		5,000
Total Revenues		119,598		113,541		91,755		127,500		64,400		117,000
Transfers In												
Equipment Replacement Fund		-		-		-		-		-		-
Total Transfers In		-		-		-		•		-		-
Total Revenues & Transfers In		119,598		113,541		91,755		127,500		64,400		117,000
TOTAL SOURCE OF FUNDS	\$	383,042	\$	369,897	\$	337,399	\$	335,394	\$	270,969	\$	254,261
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USES OF FUNDS												
Expenditures												
Salaries and Benefits	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Operating Expenditures		126,686		124,253		130,830		143,050		133,708		143,150
Fixed Assets		-		-		-		-		-		-
Internal Service Charges						-						-
Total Expenditures		126,686		124,253		130,830		143,050		133,708		143,150
Transfers Out												
Transfer to Grant Funds				-		-						-
Total Transfers Out		-		-		-		-				-
Total Expenditures & Transfers Out		126,686		124,253		130,830		143,050		133,708		143,150
Ending Fund Balance												
Designated		_		_		_		_		-		_
Undesignated		256,356		245,644		206,569		192,344		137,261		111,111
Total Ending Fund Balance		256,356		245,644		206,569		192,344		137,261		111,111
TOTAL USE OF FUNDS	\$	383,042	\$	369,897	\$	337,399	\$	335,394	\$	270,969	\$	254,261

## DOWNTOWN PARKING ASSESSMENT DISTRICT FUND 721

#### **FUND PURPOSE**

On December 5, 1988, the Town issued 25-year Limited Obligation Bonds in the amount of \$1,587,956.29. The net proceeds of the bonds were used to finance several parking improvement projects: the construction of a surface lot known as Parking Lot No. 3, located in the block bounded by University and Santa Cruz Avenues, Grays Lane, and Royce Street; construction of surface Lot No. 4, located in the block bounded by University and Santa Cruz Avenues, Grays Lane, and Elm Street; reconstruction of an existing traffic island and adjacent street located at the intersection of East Main Street and Alpine Avenue, known as Parking Lot No. 8; and funding a portion of the construction costs of a two-level parking structure on Parking Lot No. 4, collectively with the Redevelopment Agency's 1992 Certificate of Participation in the amount of \$2,960,000.

The bonds are not a financial liability of the Town, and were issued upon and secured by unpaid assessments on properties within the Downtown Parking Assessment District. Installments of principal and interest sufficient to meet annual bond debt service are included in the property owners' regular county tax bills which represent pro-rata shares of the total principal and interest coming due that year. The pro-rata shares are based on the percentage of the unpaid assessment against the property relative to the total unpaid assessments levied to repay the bonds.

Property owners pay their assessments to Santa Clara County, and the County remits the assessment monies to the Town. The Town makes semi-annual payments to the trustee bank on behalf of the property owners. Property owners may pay off their assessments to the Town at any time. These prepayments are retained in this fund (earning interest) and used to make bond payments as they become due.

To provide funds for the payment of the bonds, and interest due as a result of delinquent assessment installments, the Town is required to establish a special bond reserve equal to 5% of the aggregate principal amount of the bonds. Interest earnings on the special reserve are retained up to 8% of the aggregate principal amount of the bonds. This trust fund provides for the servicing of this special reserve, as well as the annual redemption of bonds.

## **№ ADMINISTRATIVE SERVICES DEPARTMENT** Downtown Parking Assessment District

#### **BUDGET OVERVIEW**

The budget for this fund includes the expected assessment receipts and the semi-annual debt service payments made to the trustee bank. Interest expense continues to decrease each year as bonds mature. The September 2013 bond principal maturity payment of \$135,000 will be the final payment on the bonds. With the Parking Assessment District set to expire in 2013, staff will help facilitate any business-driven effort to re-establish the parking district or an alternative district to support Downtown and beautification.

	2009/10		2010/11		2011/12		2012/13		2012/13		2013/14	
		Actuals		Actuals		Actuals		Adopted	<u> </u>	stimated		Adopted
SOURCES OF FUNDS												
Beginning Fund Balance												
Designated	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Undesignated		331,435		329,733		328,232		314,622		315,097		244,638
Total Beginning Fund Balance		331,435		329,733		328,232		314,622		315,097		244,638
Revenues												
Assessments		101,434		121,625		132,996		126,326		71,626		-
Interest & Other Charges		42,748		24,414		2,078		11,764		1,045		-
Total Revenues		144,182		146,039		135,074		138,090		72,671		-
TOTAL SOURCE OF FUNDS	\$	475,617	\$	475,772	\$	463,306	\$	452,712	\$	387,768	\$	244,638
USES OF FUNDS												
Expenditures												
Operating Expenditures	\$	2,954	\$	2,957	\$	2,769	\$	2,825	\$	2,429	\$	-
Debt Service		142,930		144,583		145,440		140,701		140,701		140,366
Total Expenditures		145,884		147,540		148,209		143,526		143,130		140,366
Transfers Out												
Transfer to Grant Funds		<u> </u>		<u> </u>				-		<u>-</u>		-
Total Transfers Out		-		-		-		-		-		-
Total Expenditures & Transfers Out		145,884		147,540		148,209		143,526		143,130		140,366
Ending Fund Balance												
Designated		_		_		-		-		-		-
Undesignated		329,733		328,232		315,097		309,186		244,638		104,272
Total Ending Fund Balance		329,733		328,232		315,097		309,186		244,638		104,272
TOTAL USE OF FUNDS	\$	475,617	\$	475,772	\$	463,306	\$	452,712	\$	387,768	\$	244,638

# **№ ADMINISTRATIVE SERVICES DEPARTMENT ©**Downtown Parking Assessment District

	Annual	September	September	March	Fiscal Year	Bond	
Fiscal	Interest	Principal	Interest	Interest	<b>Total Interest</b>	Principal	
Year	Rate	Payment	Payment	Payment	Payment	Balance @ YE	
Initial Bo	ond Offering	g at December 5	, 1988	-		1,587,956	
1989/90		-	91,127	61,434	152,560	1,587,956	
1990/91	6.25	27,956	61,434	60,560	121,994	1,560,000	
1991/92	6.50	30,000	60,560	59,585	120,145	1,530,000	
1992/93	6.75	30,000	59,585	58,573	118,158	1,500,000	
1993/94	7.00	30,000	58,573	57,523	116,095	1,470,000	
1994/95	7.10	35,000	57,523	56,280	113,803	1,435,000	
1995/96	7.20	35,000	56,280	55,020	111,300	1,400,000	
1996/97	7.30	40,000	55,020	53,560	108,580	1,360,000	
1997/98	7.40	40,000	53,560	52,080	105,640	1,320,000	
1998/99	7.50	45,000	52,080	50,392	102,472	1,275,000	
1999/00	7.60	50,000	50,392	48,493	98,885	1,225,000	
2000/01	7.70	50,000	48,493	46,568	95,060	1,175,000	
2001/02	7.80	55,000	46,568	44,423	90,990	1,120,000	
2002/03	7.80	60,000	44,423	42,083	86,505	1,060,000	
2003/04	7.90	65,000	42,083	39,515	81,598	995,000	
2004/05	7.90	70,000	39,515	36,750	76,265	925,000	
2005/06	7.90	75,000	36,750	33,788	70,538	850,000	
2006/07	7.95	80,000	33,788	30,608	64,395	770,000	
2007/08	7.95	85,000	30,608	27,229	57,836	685,000	
2008/09	7.95	95,000	27,229	23,453	50,681	590,000	
2009/10	7.95	100,000	23,453	19,478	42,930	490,000	
2010/11	7.95	110,000	19,478	15,105	34,583	380,000	
2011/12	7.95	120,000	15,105	10,335	25,440	260,000	
2012/13	7.95	125,000	10,335	5,366	15,701	135,000	
2013/14	7.95	135,000	5,366	-	5,366	-	
TOTALS		1,587,956	988,196	926,762	1,914,958		

